

Legal, Municipal Clerk and External Affairs

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: To provide high quality professional services to the Municipality in keeping with HRM's core values and Council priorities

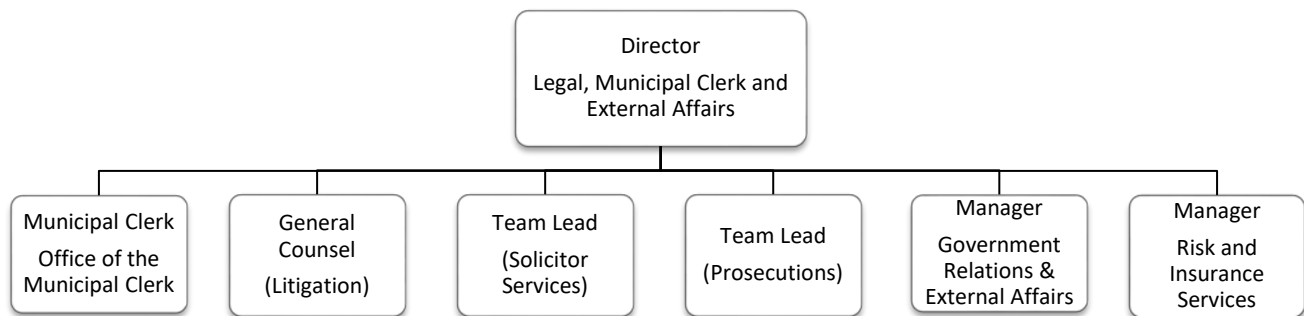
We make a difference.

LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS OVERVIEW

Legal, Municipal Clerk and External Affairs is committed to advancing Regional Council and administrative priority outcomes, particularly in the areas of:

- Governance and Engagement - Fiscal Responsibility
- Governance and Engagement - Municipal Governance
- Governance and Engagement – Public Engagement
- Economic Development – Promote and Maximize Growth
- Social Development – Social Infrastructure
- Administrative Priorities within Financial Stewardship, Our People, and Service Excellence

This is achieved through delivery of professional support to Regional Council as well as provision of legal services (including solicitor services, litigation, and prosecutions), and risk and insurance services. The Legal, Municipal Clerk and External Affairs business unit also manages HRM’s external and intergovernmental partnerships and provides administrative and legislative support to the Mayor and Regional Council.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	64.6	2.0	66.6
Seasonal, Casual and Term	3.8	3.7	7.5
Total	68.4	5.7	74.1

Business Unit Tax Allocation

Tax Allocation	2018/19 Budget	2019/20* Budget	2020/21 Budget
Percent of the average tax bill spent on Legal, Municipal Clerk and External Affairs	1.8%	1.9%	1.9%
Average tax bill amount spent on Legal, Municipal Clerk and External Affairs	\$35.10	\$37.00	\$37.20

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Governance and Engagement – Municipal Governance

By-law Review Project

Legal Services, supported by business unit teams, will continue with a multi-year project to review all HRM by-laws. Some of this years' priorities will focus on supporting the by-laws being targeted through the Regulatory Modernization Project (red-tape reduction).

Halifax Charter Review

HRM is a unique municipality in Nova Scotia due to its land area, large population and its proportional contribution to the economy. This has already been recognized by the provincial government through the adoption of the *HRM Charter*. However, as HRM grows, residents, various industries and Regional Council have expressed a desire for increased municipal authority in certain areas that would allow an enhanced ability to respond to a variety of issues. Council's direction is to seek a new Charter that includes natural person and peace order and good government powers, residual and expanded by-law powers, concurrent powers, governance structures, and expanded financial tools.

Legal and GREA will continue to work with the provincial government to identify and act on the best approach to legislative review.

Governance and Engagement – Fiscal Responsibility

Fine Arts Appraisal

To ensure that insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will undertake a five-year project to assess the value of HRM's "Civic Collection" including fine arts.

Social Development – Social Infrastructure

Social Policy Lens

Through its social development priority area and various report requests, Regional Council has indicated its interest in evolving HRM's approach to social policy. GREA will continue to develop policy and coordinate activity in this area including providing a report on a social policy lens, advancing a report on housing program delivery and exploring how social development is best measured in a municipal context.

Economic Development – Promote and Maximize Growth

Economic Strategy Implementation and Tracking

Economic growth and increased commercial activity leads to a wide range of benefits for the municipality and its residents. HRM works with business organizations and outside agencies to develop effective strategies to promote this growth. Halifax's economic strategy, the *Halifax Economic Growth Plan 2016 – 2021* has four main strategic goals that are supported by various initiatives and deliverables. Implementing this plan and monitoring, tracking and reporting on progress is a key component to the successful delivery of the economic strategy.

Government Relations & External Affairs (GREA) will lead the implementation and tracking of deliverables and outputs from the economic strategy.

Service Excellence – Performance Excellence

LMCEA Business Unit Efficiencies

Business processes and practices across the business unit will be reviewed to maximize efficiency and effectiveness. In 2019/20, Legal Services will revise their internal Client Service Standards; the Clerk's Office will lead revision and implementation of the Municipality's updated File Retention Schedules and Risk and Insurance Services will improve their current claims management system through a software upgrade. Other key divisional deliverables are outlined below to further this important work in service excellence.

Diversity & Inclusion

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, the Legal, Municipal Clerk & External Affairs business unit will focus on services supported and/or provided by the Municipal Clerk's Office with an emphasis on the upcoming 2020 Municipal Election.

Legal, Municipal Clerk and External Affairs Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Governance & Engagement				
Public Engagement	2020 Municipal Election (eVoting)	391,500	-	-
Service Excellence				
Performance Excellence	iVos Implementation (Claims System)	205,000	104,000	-

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	-	-	471,300	447,700	447,700	446,400
Legal Services	4,446,249	4,515,300	3,857,300	4,277,500	(237,800)	4,270,500
Office of the Municipal Clerk	2,191,481	2,437,900	2,400,100	2,455,600	17,700	2,455,600
Government Relations & External Affairs	2,476,363	2,470,100	2,478,700	2,771,200	301,100	2,778,900
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

Summary of Changes - Proposed Budget

Summary of Proposed Changes			
Budget Year	Change Description / Service Level Impact	Planned Change (\$)	Amount
2018/2019 Approved Budget			\$9,423,300
Compensation	Salary adjustments	402,000	402,000
Budget Adjustments	Increase in Grants to support the Navigator Program	90,000	126,700
	Increase in consulting fees to develop measures for social policy and public safety	40,000	
	2% increase in Halifax Partnership Grant	36,200	
	Increase in recoveries from external parties	(35,400)	
	Misc. adjustments	(4,100)	
Total Impact of Changes			528,700
2019/2020 Proposed Budget			\$ 9,952,000

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	6,405,624	6,417,600	6,576,200	6,819,600	402,000	7,150,700
Office	119,277	149,900	136,300	144,500	(5,400)	538,600
External Services	417,960	470,200	366,500	501,100	30,900	1,391,800
Supplies	3,479	8,800	10,300	8,800		9,300
Building Costs	1,158					20,000
Equipment & Communications	4,703	4,000	4,100	3,500	(500)	111,500
Other Goods & Services	309,918	336,300	345,000	347,900	11,600	558,100
Interdepartmental	(4,800)	1,600	(129,600)		(1,600)	4,300
Other Fiscal	4,596,666	4,935,700	4,939,200	5,061,900	126,200	3,093,600
Total	11,853,986	12,324,100	12,248,000	12,887,300	563,200	12,877,900
Revenues						
	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Tax Revenues	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)	-	(2,537,300)
Area Rate Revenues	(142,138)	(140,700)	(140,700)	(140,700)	-	(140,700)
Fee Revenues	(201,084)	(196,000)	(201,700)	(205,500)	(9,500)	(196,700)
Other Revenue	(114,399)	(26,800)	(160,900)	(51,800)	(25,000)	(51,800)
Total	(2,739,892)	(2,900,800)	(3,040,600)	(2,935,300)	(34,500)	(2,926,500)
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

LEGAL, MUNICIPAL CLERK AND EXTERNAL AFFAIRS SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Business Unit Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Financial Stewardship
<p>Establish Business Unit Operational Risk Management Practice LMCEA will establish an operational risk management practice within the business unit including assignment of a staff member to be responsible for the practice, participation in training, development of an operational risk register, and incorporation of practices into the business planning process [Est. Compl. Q4 19/20]</p>
<p>Service Catalogue Update Supported by the Corporate Planning Office, LMCEA will complete an updated service catalogue for all service areas within the business unit. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Projections Practice Supported by Finance & Asset Management, LMCEA will train all cost centre managers in the use of predictive modelling and incorporate these practices into calculating the business unit quarterly projections. [Est. Compl. Q4 19/20]</p>
Our People
<p>Business Unit Succession Plans Complete succession plans [Est. Compl. Q4 19/20]</p>
<p>Business Unit Employee Engagement Action Plan Based on results of the Employee Engagement survey, LMCEA will develop and implement action plans aimed at improving employee engagement. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Hiring Manager Fair Hiring Certification Supported by the Office of Diversity and Inclusion, LMCEA will train all hiring managers in fair hiring practices [Est. Compl. Q4 19/20]</p>
Service Excellence
<p>Business Unit Performance Excellence Training Supported by the Office of Performance Excellence, LMCEA will provide training to business unit leaders and influencers as well as front line staff. [Est. Compl. Q4 19/20]</p>
<p>Business Unit Cyber Security Training LMCEA will ensure all business unit computer users complete cyber security training as offered by Information, Communication, & Technology [Est. Compl. Q4 19/20]</p>
<p>Business Unit Post-Engagement Surveys Supported by Corporate Communications, LMCEA will conduct post engagement surveys of how the public perceives each public engagement.</p>

Legal Services

Legal Services is committed to supporting Regional Council priorities through the delivery of legal services that support Regional Council, its agencies, boards, commissions, and committees and the municipal business units.

Services Delivered:

Governance and Engagement - Municipal Governance

Solicitor Services - provides legal advice to Regional Council, Committees of Regional Council, Agencies, Boards and Commissions, in respect of the conduct of the business of the Municipality; provides advice to management and staff on a wide range of topics, including related research for HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title migrations and investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues.

Litigation Services – advises and represents HRM in dispute resolution matters including proceedings involving the Municipality and its employees before diverse courts and administrative tribunals including, the Supreme Court of Nova Scotia, the Court of Appeal, the NSUARB, Human Rights Tribunals, the Police Review Board and labour arbitrations as well as Small Claims Court, the Federal Disputes Advisory Panel, and Canadian Transportation Agency as well as in various alternative dispute resolution forums.

Prosecution Services – provides training to Halifax Regional Police and HRM staff, and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals.

Service Delivery Measures

Legal Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Number of Legal Files Opened	802	917	725	-	N/A
Number of Prosecution Files	138	117	90	-	N/A
In-House Legal Operating Cost per In-House Lawyer Hour	\$138	\$140	\$140	n/a	\$146
In-House Legal Operating Cost per \$1,000 Municipal Operating & Capital Expenditures	\$4.71	\$4.79	\$4.79	n/a	\$2.46

* Municipal Benchmarking Network Canada

Cost Effective Service

Legal Services provides cost effective support to the Municipality while minimizing the contracting out of legal services at a substantially higher cost. As of December 2018, Legal Services will have opened 610 files, reviewed approximately 480 reports going to Regional Council, standing committees and other committees of Council as well as award reports for the CAO. Thirty-four (34) property transactions will have closed in 2018 and over 540 tax sale bundles (one file) will have been processed for consideration of tax sale.

Litigation against the Municipality has increased 25% since 2016/17, along with an increase in the complexity of many of the matters. This includes labour matters, human rights, planning appeals, personal injury and general litigation.

In 2018, the Prosecutions division prosecuted approximately 100% of 106 referrals and Summary Offence Tickets received regarding By-law and other related offences this year.

Legal Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>By-law Review Project - Year 5 Legal Services, supported by business unit teams, will undertake Year 5 of the multi-year By-law Review project - to carry out a complete review of HRM by-laws (new, amend or repeal existing, consolidate existing). The target is to complete at least 7 identified By-laws during the 19/20 fiscal year. [Est. Compl. Q4 19/20]</p>
<p>Legal Services File Retention Plan & Associated Business Processes Legal Services will complete revisions to their file retention plan and develop and implement processes for closed legal files for ease of review and retrieval. [Est. Compl. Q3 19/20]</p>
Service Excellence - Performance Excellence
<p>Legal Prioritization - Measurement Support Prepare improved Legal Services management and business unit reporting outlining open and closed file statistics, report review statistics and "approved as to form" statistics to assist priority setting for legal work. [Est. Compl. Q4 19/20]</p>
<p>Client Service Standards Review and update Legal Services Client Service Standards to align with corporate best practises in customer service and updated report centre timelines [Est. Compl. Q4 19/20]</p>

Office of the Municipal Clerk

The Office of the Municipal Clerk is a legislated office, under the *Halifax Regional Municipality Charter*. The Municipal Clerk is committed to supporting Regional Council priorities, and is tasked with facilitating and supporting Regional Council, Community Councils, and the official committee structure of Regional Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records.

Services Delivered:

Governance and Engagement – Municipal Governance

Council Support - This service is responsible for coordinating and facilitating the council meeting process and coordination of civic appointments to boards, committees and commissions in accordance with the *Halifax Regional Municipality Charter* and applicable administrative orders and policies for:

- Regional Council
- Community Council, Standing Committees, other Committees of Council, and Board Meetings
- Civic Appointments

Records Management – Carry out the responsibilities of the Municipal Clerk; ensure accurate, transparent, and secure storage for municipal records, as well as development of policies and standards regarding record management and retention; coordination of municipal legislation (By-laws and Administrative Orders) for the in accordance with applicable legislation and Administrative Orders through:

- Office of the Municipal Clerk
- Access and Privacy Office
- By-Law and Administrative Order Legislative Support
- Corporate Information Management Office (HRM Records Centre and Municipal Archives)

Municipal Elections - This service is responsible for preparing for and conducting general and by-elections for the Mayor, Council and CSAP Board Members in accordance with the provincial *Municipal Elections Act* and *Education Act*. Elections can also include plebiscites as directed by Regional Council.

Service Delivery Measures

Office of the Municipal Clerk Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Access and Privacy Program Operating Cost per Formal Request	\$578	\$608	Not available	Not available	\$799
Number of Formal Freedom of Information (as per Legislated FOI Program) Requests per 100,000 Population **	99	115	140	-	37

Office of the Municipal Clerk Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Percent of Regular Formal Freedom of Information Requests Completed Within 30 Days	90%	88%	90%	n/a	85%
Percent of Regular Formal Freedom of Information Requests, Extensions and 3rd Party Notices Completed Within Legislated Timelines	92%	97%	97%	n/a	97%

* Municipal Benchmarking Network Canada

** 16/17 Population: 425,871, 17/18 & 18/19 Population: 431,701

Access & Privacy

The 2017 MBNCanada Performance Measurement Report indicates positive results for the Municipality's Access & Privacy Office. The snapshot medians derived from the measurement indicate that HRM is processing 115 access requests per 100,000 population while the median is 37 requests; the cost to HRM to process these requests is \$608 per request while the median is \$799; 88% of these requests are completed within 30 days while the median is 85%; and 97% of the requests are processed with legislated timelines which is in line with the MBNC median. Essentially, HRM's Access & Privacy Office is processing more access requests and completing more of these requests within 30 days at a cost lower than other MBNC participants.

To date for 2018/19, 456 access requests have been processed with 6 of those decisions being appealed to the Nova Scotia Office of the Information & Privacy Commissioner (OIPC). It is projected that by the end of this fiscal, the volume of access applications processed will be in the vicinity of 600. This is an estimated increase of 104 applications over last year.

Office of the Municipal Clerk Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
Corporate Records Retention Schedule Corporate Information Management will review, revise, and obtain CAO approval for HRM Records Retention Schedule in accordance with AO-2015-001-GOV. [Est. Compl. Q4 19/20]
Review of Board Support & Training The Clerk's Office will review services provided by its staff to Boards and Committees. Completed research will be analyzed and a list of "Just Do It" projects will be completed in 19/20. [Est. Compl. Q4 19/20]
SDRO Training Project In preparation for the 2020 municipal election, the Clerk's Office will hire and provide training to a core group of thirty-five Supervising Deputy Returning Officers with focus on reaching diverse populations. [Est. Compl. Q4 19/20]
Public Appointment Policy To support the objectives of HRM's Diversity & Inclusion Framework, the Clerk's Office will review and convert the existing HRM Public Appointment Policy into an Administrative Order with consideration of barriers faced by diverse populations. [Est. Compl. Q4 19/20]

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>Parental Accommodation - Elected Officials The Clerk's Office will prepare and draft an Administrative Order for consideration respecting parental accommodation for elected officials (Bill No. 118, passed April 2018) with a view to removing barriers faced by new parents. [Est. Compl. Q1 19/20]</p>
Governance and Engagement - Communications
<p>Archives - Digitization of audio-visual materials Using Provincial Archival Development Program funding received from the NS Dept. of Communities, Culture and Heritage, the Clerk's Office will digitize old audio cassettes and videos and make them accessible through the Archives on-line database and HRM's YouTube channel. [Est. Compl. Q3 19/20]</p>
Governance and Engagement - Public Engagement
<p>Election Training - Public Education (Civics 101) To promote public participation in municipal government, the Clerk's Office will conduct broad public outreach including Civics 101 training and gather feedback to better understand barriers to participation across HRM's diverse population. [Est. Compl. Q4 19/20]</p>

Government Relations and External Affairs

Government Relations and External Affairs is committed to supporting Regional Council priorities through the provision of strategic advice to the corporation on a range of initiatives.

Services Delivered:

Governance and Engagement – Municipal Governance

Audit Coordination – This service is responsible for coordinating corporate response to reports released by the Auditor General.

Corporate Policy Development and Coordination – This service is responsible for coordinating and developing corporate policies (excluding Human Resources), conducting policy analysis, and providing related advice.

Economic and Social Policy Coordination – This service provides policy advice and coordinates activities related to the region's economic agenda and Regional Council's social development priority.

Government and External Relations – This service is responsible for ongoing management of relationships with other levels of government as well as key stakeholders.

Special Projects – This service captures reports to Regional Council and corporate projects on various issues outside the above-noted subject areas.

Service Delivery Measures

Government Relations and External Affairs Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Number of pieces of legislation requested by Regional Council passed by province	3	Nil	3

Government Relations and External Affairs Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Number of successful infrastructure project funding applications	22	Nil	2
Number of responses coordinated to Auditor General recommendations	31	22	59
Business Retention and Expansion Visits	259	176	275
Business Retentions and Expansions	15	13	15

Government Relations and External Affairs work, including coordinating Council's legislation requests and submitting infrastructure project funding applications, is largely responsive to other orders of government and done on an as needed basis.

Government Relations and External Affairs Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Promote and Maximize Growth
<p>Economic Growth Plan Governmental Relations & External Affairs (GREA) will lead the implementation and produce quarterly reports of the deliverables and outputs from the economic strategy. [Est. Compl. Q4 19/20]</p>
Social Development - Social Infrastructure
<p>Develop Social Policy Lens Government Relations & External Affairs will deliver a report regarding the use of a social policy lens (an approach for analyzing potential and existing legislation, policies, programs and practices) for Council's consideration. [Est. Compl. Q4 19/20]</p>
<p>Options Assessment Report - Transfer Housing to HRM Government Relations & External Affairs will conduct research and prepare a report to Council that assesses options for transfer of the responsibility to operate and deliver housing programs and services within the boundaries of Halifax and on behalf of the Province. This will be a considerable undertaking with the input of the Province of NS, outside agencies and multiple business units. A consultant may be acquired to undertake this work. [Est. Compl. Q4 19/20]</p>
Governance and Engagement - Municipal Governance
<p>Charter Amendments - Financial To improve service delivery, work with the Province to pursue amendments to the Halifax Charter that provide more flexibility in the way HRM operates. (achieve expanded powers of expenditure) [Est. Compl. Q4 19/20]</p>
<p>Charter Amendments - Parkland Dedication Supporting the implementation of the Halifax Green Network Plan by Planning & Development, GREA will request amendments to the <i>Halifax Charter</i> to allow parkland dedication requirements based on density. [Est. Compl. Q4 19/20]</p>

Risk and Insurance Services

Risk and Insurance Services is committed to supporting Regional Council and administrative priorities through:

- the provision of hazard based operational risk management advice
- the management of claims made against or by HRM; and
- through the management of financing of HRM risk through insurance and a reserve

This is accomplished by applying sound risk management processes to identify, analyze, and mitigate loss exposures to the Municipality and the design and management of the Municipal insurance portfolio for HRM, Halifax Water, the Library Commission and other Agencies, Boards and Commissions.

Services Delivered:

Governance and Engagement - Fiscal Responsibility

Risk Management - This service provides the application of sound operational risk management strategies and processes to identify, analyze, mitigate, respond to or avoid exposures, claims, and other risks to the HRM, its entities, and the public in the most risk aware, cost effective manner. It is responsible for the acquisition and maintenance of insurance coverage for the Mayor, Regional Council, municipal operations, property, assets, boards and commissions, including Halifax Water, Halifax Public Libraries and others for which HRM is contractually obligated to provide insurance.

Claims Management - This service provides adjusting, investigation, and settlement of claims against and for the HRM including Halifax Water, Halifax Public Libraries, and Agencies, Boards and Commissions.

Contractual Risk Management – Review and provide insurance and risk management language, advice and protocols.

Service Delivery Measures

Risk and Insurance Services Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected
Claims received by fiscal year	1708	2093	1844

Over the last five fiscal years, claims handled by the Risk team have varied from 1553 to 2101. The volatility of claims is due to the number of severe weather events that occur during the year and the number of kilometres driven.

Risk and Insurance Services Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Fiscal Responsibility
<p>Fine Arts Appraisal To ensure that insurance coverage will be sufficient in the event of a claim, Risk and Insurance Services will undertake a five-year project to assess the value of HRM's "Civic Collection" including fine arts with 20% completed by end of fiscal 19/20 and 40% completed by end of fiscal 20/21 (pending funding).</p>
<p>HRM Buildings - Insurance Appraisals To ensure that HRM has adequate insurance coverage for its buildings, Risk and Insurance Services will conduct insurance appraisals on HRM buildings where the current insured value is either not substantiated by an appraisal or where no appraisal has occurred in the last 10 years. Due to the large number of locations, this process of initial assessment will be completed over a number of fiscal years. It is anticipated that, once completed, the process of maintaining an up-to-date assessment of values will continue. Expect 20% to be completed by end of fiscal 19/20 and 40% to be completed by end of fiscal 20/21.</p>
Service Excellence - Performance Excellence
<p>Software Upgrade/Replacement - Claims System (iVos) To increase efficiencies in the collection, review and analysis of incident reports, maintenance of policy information and reduce duplication of data entry, Risk & Insurance Services will complete the RFP process (19/20) for a software upgrade to their existing claims system and will implement and train staff on the upgraded software solution. [Est. Compl. Q4 20/21]</p>

Summary of Net Expenditures - Legal, Municipal Clerk and External Affairs

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
A121 Municipal Clerk	1,074,134	1,146,400	1,119,700	1,140,800	(5,600)	1,140,800
A125 Elections	315,226	415,000	415,000	415,000		415,000
A722 Access & Privacy	242,494	285,600	284,800	293,100	7,500	293,100
A725 Information Management	559,626	590,900	580,600	606,700	15,800	606,700
A122 Info Resource Mgmt						
* Municipal Clerks	2,191,481	2,437,900	2,400,100	2,455,600	17,700	2,455,600
E121 Greater Hlfx Partner	1,772,256	1,807,700	1,807,700	1,843,900	36,200	1,880,800
E400 Intergovrn. Relation	704,107	662,400	671,000	927,300	264,900	898,100
E600 LKD: Economic Development						
* Government Relations & External	2,476,363	2,470,100	2,478,700	2,771,200	301,100	2,778,900
A110 Legal Services	3,933,915	3,973,800	3,346,700	3,653,700	(320,100)	3,635,400
A303 Risk & Insurance Services	512,334	541,500	510,600	623,800	82,300	635,100
* Legal Services	4,446,249	4,515,300	3,857,300	4,277,500	(237,800)	4,270,500
A101 Director's Office-Admin			471,300	447,700	447,700	446,400
* Director's Office			471,300	447,700	447,700	446,400
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400

Summary Details - Legal, Municipal Clerk and External Affairs

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	5,462,706	5,383,600	5,714,900	5,712,600	329,000	6,004,200
6002 Salaries - Overtime	10,352	10,200	20,200	14,000	3,800	15,000
6003 Wages - Regular						25,000
6005 PDP & Union Con Incr	(112,672)		(164,900)			
6054 Vacation payout	13,720		11,800			
6099 Other Allowances						15,000
6100 Benefits - Salaries	994,285	1,007,600	998,400	1,043,600	36,000	1,062,400
6101 Benefits - Wages						100
6110 Vacancy Management		(100,100)		(111,400)	(11,300)	(100,100)
6152 Retirement Incentives	36,069	36,000	36,100	36,800	800	36,800
6154 Workers' Compensation	76,542	77,000	78,200	83,500	6,500	89,000
6157 stipends			200			
6199 Comp & Ben InterDept	(75,529)	3,300	(118,700)	40,500	37,200	3,300
9200 HR CATS Wage/Ben	152					
* Compensation and Benefits	6,405,624	6,417,600	6,576,200	6,819,600	402,000	7,150,700
6201 Telephone	6,633	13,700	7,000	13,100	(600)	49,100
6202 Courier/Postage	9,564	12,100	10,100	12,100		284,900
6203 Office Furn/Equip	7,150	13,300	11,300	13,900	600	23,300
6204 Computer S/W & Lic	57,873	61,000	68,000	61,000		61,000
6205 Printing & Reprod	1,563	9,300	1,400	6,300	(3,000)	68,800
6207 Office Supplies	35,953	40,500	36,000	38,100	(2,400)	51,500
6299 Other Office Expenses	542		2,500			
* Office	119,277	149,900	136,300	144,500	(5,400)	538,600
6301 Professional Fees	6,359	13,300	22,000	13,300		13,300
6302 Legal Fees	135,736	175,000	100,000	175,000		175,000
6303 Consulting Fees	(64)			40,000	40,000	165,000
6309 Litigation Disburse	7,420	15,300	9,000	15,300		15,300
6310 Outside Personnel	(280)					401,300
6311 Security						10,000
6312 Refuse Collection						2,000
6314 Prosecution Services	95,440	126,300	110,000	126,700	400	126,300
6316 Real Property Disb	10,253	10,000	6,500	10,000		10,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6399 Contract Services	163,097	130,300	119,000	120,800	(9,500)	473,600
* External Services	417,960	470,200	366,500	501,100	30,900	1,391,800
6401 Uniforms & Clothing	108	300	300	300		300
6409 Personal Protect Equ	122					
6499 Other Supplies	3,248	8,500	10,000	8,500		9,000
* Supplies	3,479	8,800	10,300	8,800		9,300
6610 Building - Exterior	1,262					
6611 Building - Interior	(104)					20,000
* Building Costs	1,158					20,000
6701 Equipment Purchase	804					100,000
6703 Computer Equip/Rent	3,232	2,000	2,400	2,000		9,000
6704 Equipment Rental	183		500			
6705 Equip - R&M	485	2,000	1,200	1,500	(500)	2,500
* Equipment & Communications	4,703	4,000	4,100	3,500	(500)	111,500
6901 Membership Dues	114,346	123,300	122,100	123,300		123,300
6902 Conferences/Workshop	4,040	17,600	9,800	14,700	(2,900)	14,700
6903 Travel - Local	12,088	15,800	11,800	15,800		25,800
6904 Travel - Out of Town	28,303	31,800	44,600	31,800		31,800
6905 Training & Education	32,919	49,700	35,700	45,100	(4,600)	48,600
6906 Licenses & Agreements	699					
6911 Facilities Rental	2,894	2,800	2,800	2,800		92,800
6912 Advertising/Promotio	26,480	21,000	24,500	26,000	5,000	126,000
6914 Recruiting	765					
6917 Books and Periodicals	80,796	54,700	82,600	68,000	13,300	69,500
6918 Meals	5,384	3,800	5,600	4,600	800	8,300
6919 Special Projects		13,800	2,000	13,800		13,800
6933 Community Events	457					
6938 Rewarding Excellence	748	1,500	1,500	1,500		1,500
6999 Other Goods/Services		500	2,000	500		2,000
* Other Goods & Services	309,918	336,300	345,000	347,900	11,600	558,100
7007 ItnTrsf Paper Recyc						200
7009 Internal Trfr Other	12,336	1,600	13,300		(1,600)	2,100
7010 IntTrfr Insur Funds	(17,208)		(142,900)			
7015 Int Trf FacilityRent						2,000
9911 PM Labour-Reg	72					
* Interdepartmental	(4,800)	1,600	(129,600)		(1,600)	4,300
8001 Transf Outside Agenc	2,424,410	2,678,000	2,678,000	2,678,000		2,678,000
8004 Grants	1,867,256	1,852,700	1,852,700	1,978,900	126,200	1,985,800
8008 Transf to/fr Reserve	305,000	405,000	408,500	405,000		(1,570,200)
* Other Fiscal	4,596,666	4,935,700	4,939,200	5,061,900	126,200	3,093,600
** Total	11,853,986	12,324,100	12,248,000	12,887,300	563,200	12,877,900

Summary Details - Legal, Municipal Clerk and External Affairs

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4202 Area Rate Commercial	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)		(2,537,300)
* Area Rate Revenue	(2,282,272)	(2,537,300)	(2,537,300)	(2,537,300)		(2,537,300)
4601 Grant in Lieu-Fed	(72,978)	(46,000)	(46,000)	(46,000)		(46,000)
4602 Grant in Lieu-Prov.	(69,160)	(94,700)	(94,700)	(94,700)		(94,700)
* Payments in Lieu of taxes	(142,138)	(140,700)	(140,700)	(140,700)		(140,700)
4950 Other Lic. & Permits		(1,500)		(1,500)		(1,500)
5227 Photocopier Revenue						
5250 Sales of Svcs-Other	(201,084)	(194,500)	(201,700)	(204,000)	(9,500)	(195,200)
* Fee Revenues	(201,084)	(196,000)	(201,700)	(205,500)	(9,500)	(196,700)
5508 Recov External Parti	(114,399)	(26,800)	(160,900)	(51,800)	(25,000)	(51,800)
* Other Revenue	(114,399)	(26,800)	(160,900)	(51,800)	(25,000)	(51,800)
** Total	(2,739,892)	(2,900,800)	(3,040,600)	(2,935,300)	(34,500)	(2,926,500)
Net (Surplus)/Deficit	9,114,093	9,423,300	9,207,400	9,952,000	528,700	9,951,400